



AG Captain's Career Course

Class 3-02

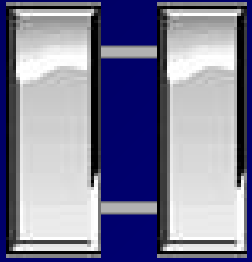
Unit Counseling Program

CPT Kelly Steele
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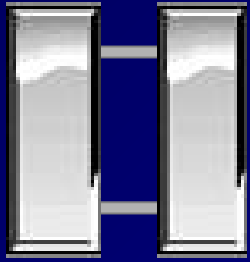
Topics

- Elements of Developmental Counseling
- A Leader's Role in the Unit Counseling Program



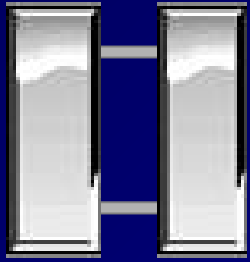
Elements of Developmental Counseling

- Definition and Purpose
- Leader Qualities and Skills
- Common Mistakes
- Types of Counseling
- Approaches and Techniques
- The Counseling Process



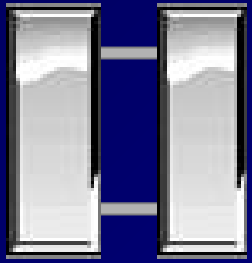
Definition

Developmental Counseling is subordinate-centered communication that outlines actions necessary for subordinates to achieve individual and organizational goals and objectives. It can be either event oriented or focused on personal and professional development.



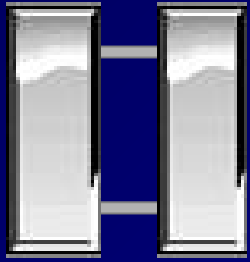
Purpose

Subordinate leadership development is one of the most important responsibilities of every Army Leader. Unit readiness and mission accomplishment depend on every member's ability to perform to established standards. Leaders must mentor their subordinates through teaching, coaching, and counseling.



Leader Qualities

- Respect for Subordinates
- Self Awareness and Cultural Awareness
- Empathy
- Credibility



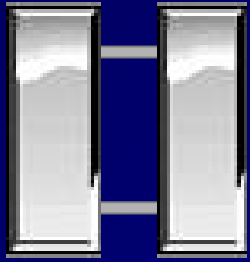
Leader Skills

- Active Listening
- Responding
- Questioning



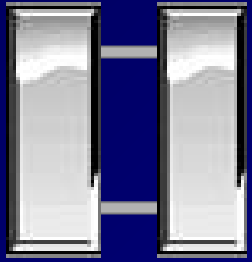
Common Mistakes

- Personal bias
- Rash judgments
- Stereotyping
- The loss of emotional control
- Inflexible methods of counseling
- Improper follow-up



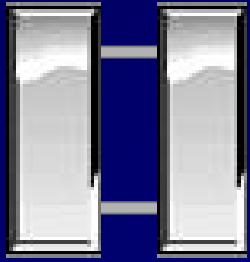
Types of Counseling

- Event-Oriented Counseling
 - Reception and Integration
 - Crisis
 - Referral
 - Promotion
 - Adverse Separation
- Performance and Professional Growth Counseling



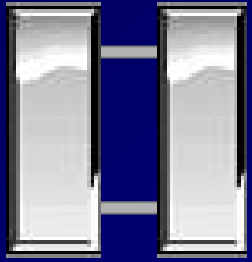
Approaches to Counseling

- Nondirective
- Directive
- Combined



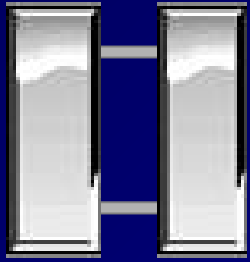
Counseling Techniques

- Suggesting Alternatives
- Recommending
- Persuading
- Advising
- Corrective Training
- Commanding



The Counseling Process (4 Steps)

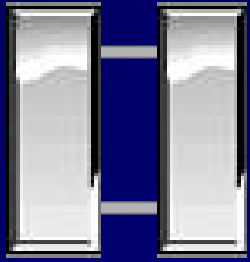
1. Identify the need for counseling
2. Prepare for counseling
3. Conduct the counseling session
4. Follow up



Step One

**Identify the need for
counseling**

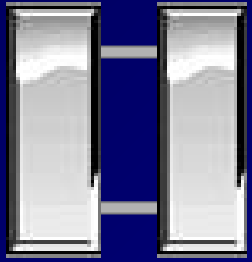
Event oriented or Performance and
Professional Growth?



Step Two

Prepare for Counseling

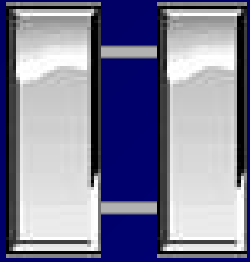
- Select a suitable place
- Schedule the time
- Notify the subordinate well in advance
- Organize information
- Outline the components of the counseling session
- Plan counseling strategy
- Establish the right atmosphere



Step Three

Conduct the counseling session

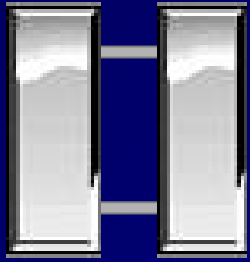
- Open the session
- Discuss the issue
- Develop a plan of action (to include the leader's responsibilities)
- Record and close the session



Step Four

Follow up

- Ensure the plan is implemented
- Measure success



Summary

Elements of Developmental Counseling

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- Leader Qualities and Skills
- Common Mistakes
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- The Counseling Process



Role Play



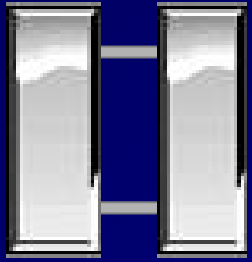
A Leader's Role in the Unit Counseling Program

- The Effects of Counseling on the Unit
- Evaluating a Unit Counseling Program
- Improving a Unit Counseling Program



The Effects of Counseling on the Unit

- Strengthening the Chain of Command
- Opportunities for Leader Growth



Evaluating a Unit Counseling Program

- Three Questions
- Fallacies
- Performing the Evaluation
- Results of the Evaluation



Evaluating a Unit Counseling Program (cont)

Three Questions

1. Do leaders counsel subordinates?
2. Do leaders counsel in appropriate situations?
3. Do leaders counsel effectively?



Evaluating a Unit Counseling Program (cont)

Fallacies

- Monthly counseling means effective counseling
- Because effective counseling is taking place at the squad level, effective counseling is also taking place at the platoon and company level
- Because performance and professional counseling is taking place, all necessary event oriented counseling is also taking place
- Others...



Evaluating a Unit Counseling Program (cont)

Performing the Evaluation

- Query all levels of personnel
- Avoid leading questions (i.e. “Tell me about the last time you counseled one of your soldiers” versus “Do you counsel your soldiers?”)
- Check for two-way communication
- Review written records
- Check for Developmental Counseling (includes a plan of action) versus strictly Evaluative (what you did & how you did it)
- Check for command emphasis



Evaluating a Unit Counseling Program (cont)

Results of the Evaluation

- Note the key findings
- Sustain successes
- Develop a plan to strengthen areas that need improvement
- Schedule follow up evaluation to assess program



Improving a Unit Counseling Program

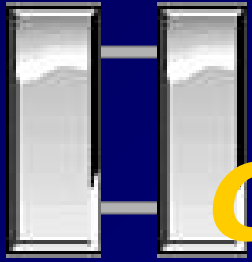
- Role-modeling
- Education
- Leader Involvement



Improving a Unit Counseling Program (cont)

Role-modeling

- Use actual situations
- Staged situations (role-play)
- Consider using Sergeant's Time Training



Improving a Unit Counseling Program (cont)

Education

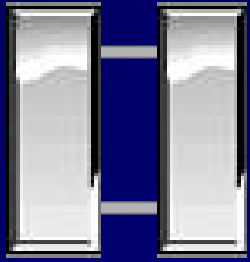
- In-house assets
 - NCODP (1SG or Platoon Sergeants)
 - OPD (Company Commander)
- Higher HQ or Installation assets
 - NCODP (CSM)
 - Effective Writing Class (PAO)
 - Legal Aspects of Counseling (JAG)



Improving a Unit Counseling Program (cont)

Leader Involvement

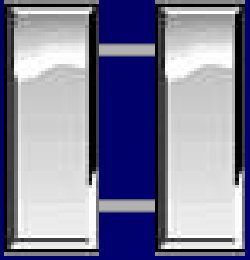
- Set the example in word and deed
- Stay involved by attending training
- Continually spot check
- Assign a “Point Man (or Woman)”
- Praise success



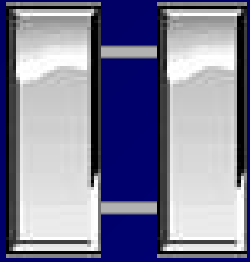
Summary

A Leader's Role in the Unit Counseling Program

- The Effects of Counseling on the Unit
- Evaluating a Unit Counseling Program
- Improving a Unit Counseling Program



Practical Exercise



Questions?